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MEMORANDUM FOR: Deputy Director for Plans

SUBJECT : IG Report of Survey of Missions and Programs  
StaffAR 72-6498  
IG/MPS

1. Forwarded herewith is the original of subject report, of which three copies have been sent to you directly. Your comments on the recommendations in this report and on my remarks below are requested by 1 March for discussion with the Director.

2. The report quite appropriately comments on the excellent work done by [REDACTED] and his staff and on the great importance of an effective replacement for him.

3. I call your attention to the final remarks in the IG's Report. Obviously, growth in the role of MPS is inevitable in the light of the stress being given to programming in the Government today. It will be important to develop the appropriate relationship between MPS as servant of the DDP and the established authorities of the divisions and staffs (page 33).

4. Further to this point, I particularly commend to you a hard look at interrelationships among your various management tools, i. e., the projects, the operating directives and the operational programs, to see the extent to which these are mutually supportive and consistent. In fact, I wonder whether the operational program could not become a main element of DDP's management, as I see it becoming a main element of the DCI's management. It would include clear statements of objectives and allocation of resources to units to implement them (In this process the function of the operating directive is almost accomplished). With respect to the projects, I wonder whether decentralization of responsibility for detailed implementation of the approved program, which we have applied to the Directorates, might be equally appropriate within the DDP, i. e., delegating to the Division and Staff Chiefs the detailed selection, approval and supervision of projects (except for ones involving matters which by their nature should be called to senior-level attention). The Agency Program Call for FY 1975 might serve as a vehicle for such a change of the internal management system of the CS and its integration with the broader system being developed for the Agency as a whole (pages 33-34).

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5. The IG's remarks on evaluation (page 34) are obviously only an element of the overall thrust we are developing on this topic through the Program Call and the separate memorandum being circulated for discussion with the Deputies. It may be that you will turn to MPS, or it may be that you would handle your evaluation effort through different channels. This is obviously still in the course of development, but I think the IG quite properly called attention to the need for a considerable effort on these lines.

6. Lastly, I suggest the utility of ensuring that the personnel in MPS are as qualified as possible in management systems. It is, of course, ideal if the personnel can have substantive background in the CS functions and have added to this some exposure to management systems and techniques. An alternative is to incorporate within MPS a few individuals qualified in modern management systems and techniques who can be exposed to the substance of the CS functions so that they can assist the DDP in his management responsibilities. Some DDS support generalists might be of value in this regard, and it might be appropriate also to arrange external management training for certain CS officers as a basis for service in MPS.

/s/ W. E. Colby

W. E. Colby  
Executive Director-Comptroller

WEC:sfc

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